

# **Arts Programming Survey 2002 Results**

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**Compiled for the City of San Antonio Office of Cultural Affairs  
by**

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## **Survey Overview**

The City of San Antonio Office of Cultural Affairs regularly interacts with representatives from local arts and cultural organizations to achieve its mission. The Arts Programming Survey was an activity implemented in order to ascertain the current environment in which local arts and cultural organizations operate. Identified objectives for the Arts Programming Survey were to determine an organization's:

- Current and desired programming levels, including funding sources and program priorities.
- Obstacles inhibiting new program development and successful fundraising.
- Use of city owned facilities for office space, performances and exhibitions.
- Need for technical and management training/assistance programs.

## **Sampling Methodology**

In Fall 2002, the Office of Cultural Affairs invited 115 local arts and cultural organizations to participate in the 22-question Arts Programming Survey. The 115 organizations were identified and invited to participate based on their past interaction with the Office (arts calendar, city funds recipient, etc...)

The 115 directors of local arts and cultural organizations received an Email with a link to the Office web page and survey soliciting their participation. 67 organizations (58% response rate) responded to the survey. Note that a response rate of 28-32% is respectable for this type of survey employing this medium.

## **Question-by-Question Analysis**

### ***1. Identify your organization's discipline (s)***

- 63 respondents/Question allowed multiple responses
- The most practiced disciplines are Music, Visual Arts, Dance, the Humanities, and Theater

- 33 respondents identified themselves as Interdisciplinary (18) or Multidisciplinary (15), this included 5 colleges/universities
- 17 organizations identified themselves as museums

<b>Discipline</b>	<b>Organizations Engaging in Each Discipline</b>
Music	26
Visual Arts	26
Dance	25
Humanities	18
Interdisciplinary	18
Theater	17
Folk Arts	15
Multidisciplinary	15
Other	15
Literature	13
Crafts	12
Media Arts	10
Design Arts	9

**2. How many employees does your organization staff?**

- 67 respondents
- Results indicate that a majority (57%) of arts organizations function with between 1-5 people

<b>Number of Total Staff</b>	<b>Number of Respondents</b>	<b>Percentage of Total</b>
1-5 People	38	57%
6-10 People	6	9%
11-20 People	9	13%
20 or More People	14	21%

**3. Please identify the types of programs your organization currently produces/presents, and approximately how often during a calendar year.**

- Results indicate that the most popular programs are: Dance, Music, Theater, and Visual Art. The most popular types of presentation mediums are: Educational/Instructive, Cultural Tourism and Neighborhood.

Programs Produced/Presented	Number of Organizations	Frequency in a Calendar Year			
		1-10 times	11-20 times	21-30 times	30+ times
Crafts	13	7	2	0	4
Cultural Tourism	25	16	4	0	5
Dance	29	18	5	1	5
Design	6	5	0	0	1
Education/Instructive	51	26	4	1	20
Folk Arts	16	12	2	1	1
Literary Arts	12	7	2	1	2
Music	29	14	8	4	3
Theater	25	19	2	0	4
Visual Arts	28	14	6	2	6
Media/multi-media	10	10	0	0	0
Neighborhood	23	14	3	1	5
Sales/auction	21	19	0	0	2
Social Assistance	12	7	1	0	4
Other	8	5	0	0	8

**4. Are your organization's programs targeted to a specific audience?**

- 67 respondents
- 66% (44 respondents) responded "yes" to having a target audience while 34% (23 respondents) responded "no."

<b>Audience</b>	<b>Number of Organizations Selecting Audience</b>
Youth	8
Local	8
Visitor/Tourist	5
African American	5
Hispanic	5
Native American	5
White (non-Hispanic)	5
Adult	4
Other	4
Asian	3

<b>Other</b>
• Gay/Lesbian
• Intergenerational
• Regional Audiences
• Senior Citizens

**5. If your organization produces educational programs, please indicate the age group(s) for which they are directed.**

Results Not Captured

**6. Are your organization's programs/events usually held at an on-site facility or off-site location(s)?**

Results Not Captured

**7. Is your organization housed in a city-owned building/facility?**

- 55 respondents
- 73% (40 respondents) are not housed in a city-owned building/facility while 27% (15 respondents) are in a city-owned facility.

***If not, does your organization rent or own the location?***

- 46 respondents
- 59% (27 respondents) rent their facility/location while 41% (19 respondents) own their facility/location.

***8. How frequently do you present performances or exhibitions in city-owned facilities?***

- 66 respondents
- Half of the organizations (33 respondents) use city-owned facilities Very Frequently or Somewhat Frequently

Frequency	Number of Organizations	Percentage of Total
Very Frequently	19	29%
Somewhat Frequently	14	21%
Rarely	17	26%
Never	16	24%

***9. Has your organization planned and implemented a program/project in the last two years with another organization? If yes, please indicate the type of organization and number of programs.***

- The most popular types of collaborations involve Educational, Visual Arts, Social Service and Performing Arts organizations

Collaborating Organization Category	Number of Programs/Projects Implemented in Last 2 Years
Educational	1243
Visual Arts	318
Social Services	298
Performing	259
Visitor	164
Business	123
Neighborhood Groups/Associations	97
Literary Arts	77
Other	28

**10. Please describe your organization's priorities for developing NEW programs/projects by ranking the importance of the following program areas.**

- Respondents were asked to rank 18 categories of program types in order of "Very Important," "Somewhat Important," or "Not Important."
- Organizations ranked (in descending order): Cultural Arts, Arts/Cultural Exchange, Music, Programs Involving Individual Artists, and Visual Arts as "Very Important" organizational priorities for developing New programs.
- Organizations ranked (in descending order): Crafts, Technology, Folk Art, Social Service, and Dance as "Somewhat Important" organizational priorities for developing New programs.

<b>New Program Type</b>	<b>Very Important</b>	<b>Somewhat Important</b>	<b>Not Important</b>
Arts/Cultural Exchange	32	5	22
Conferences/Informational Events	14	12	28
Crafts	8	25	14
Cultural Arts	41	4	13
Cultural Tourism	26	11	18
Dance	26	15	14
Education- Youth	19	0	1
Education- Adults	16	2	5
Folk Art	12	19	14
Literary Arts	19	15	15
Marketing Initiatives/ Events	26	7	18
Music	31	6	17
Neighborhood Outreach	28	5	17
Programs Involving Individual Artists	30	5	18
Social Service	9	16	22
Technology	12	23	11
Theater	2	12	12
Visual Arts	30	12	13

<b>Very Important</b>	<b>Somewhat Important</b>
Cultural Arts	Crafts
Arts/Cultural Exchange	Technology
Music	Folk Art
Programs Involving Individual Artists	Social Service
Visual Artists	Dance

**11. Please rank the severity of the following obstacles as they pertain to your organization's ability to develop NEW programs/projects.**

- The biggest obstacles (Major Obstacle + Somewhat an Obstacle) cited by organizations were, in descending order: Lack of funding, Lack of staff, Need PR/Marketing, Lack of facility, Need technology.

Item	Major Obstacle	Somewhat an Obstacle	Obstacle Total	Not an Obstacle
Lack of facility	18	21	39	16
Lack of funding	43	19	62	0
Lack of staff	20	29	49	11
Need program evaluation/assessment	5	19	24	30
Need program planning/coordination	7	19	47	29
Need PR/marketing help/research	22	25	35	11
Need Technology	17	18	3	21
Other (Money, More Partnerships, Staff Time)	3	0	0	0

**12. How far in advance does your organization plan its programs?**

- 67 respondents
- Most organizations (29 respondents) plan their programs 6 months-1 year in advance, while 19 organizations plan 1-2 years in advance.

Period of Time	Number of Organizations	Percentage of Total
Less than 6 months	14	21%
6 months-1 year	29	43%
1-2 years	19	28%
More than 2 years	5	8%



**13. How many staff members in your organization are responsible for developing and implementing programs?**

■ 67 respondents

Number of Program Staff	Number of Organizations	Percentage of Total
0	6	9%
1-2	22	33%
3-4	18	27%
5 or More	21	31%

**14. What is your organization's annual programming budget?**

■ 67 respondents

■ More than half of all organizations operate with less than \$100,000

Programming Budget	Number of Organizations	Percentage of Total
Less than \$100,000	37	55%
\$100,000-\$1,000,000	20	30%
More than \$1,000,000	10	15%

**15. Please indicate the source(s) of your program funds. If multiple sources, please indicate the approximate percentage obtained from each source.**

Organizations often cited the following sources of funding in the survey:

- Admission/ticket sales (35 respondents)
- Corporate contributions/support (32 respondents)
- Foundation grants (32 respondents)
- City of San Antonio/Office of Cultural Affairs Grants (27 respondents)
- Membership/Group support (26 respondents)

Results indicate that some organizations have diversified revenue streams/sources of support, such as the Barshop Jewish Community Center or the Witte Museum

Some organizations, however, may be overly dependent on one source of support. Strategies may be put in place to assist those organizations in diversifying revenue streams.

**16. Please indicate how your program funds are used and the approximate percentage of each expense.**

Among the 7 potential responses the Most Frequently Cited were:

- Materials (49 respondents)
- Marketing/Public Relations (43 respondents)
- Personnel (41 respondents)

The Highest Average Percentage Among Those Respondents were:

- Personnel (40.6%)
- Other (26.5%)
- Facility (22.4%) and Contractor Fees (22.3%)

Item	Organizational Responses	Percentage (Average Among Respondents)
Materials	49	20.8%
Marketing/PR	43	14.5%
Personnel	41	40.6%
Facility	32	22.4%
Travel	30	11.8%
Contractor Fees	28	22.3%
Other	18	26.5%

**17. Please rank the severity of the following fundraising obstacles to your organization.**

- Results indicate that the biggest fundraising obstacles (Major Obstacle + Somewhat an Obstacle) are attributed (in descending order) to a lack of Time, Staff, Strategic Plan for Fundraising, and Knowledge of Funding Sources.

Item	Major Obstacle	Somewhat an Obstacle	Obstacle Total	No Obstacle
Lack of Staff	29	25	54	13
Lack of Time	34	22	56	11
Technology	9	19	28	39
Knowledge of funding sources	19	21	40	39
Grantwriting skills	19	14	33	34
Help from board members	12	19	31	36
Strategic plan for fundraising	13	29	42	25
Other	4	3	7	0

**18. Would your organization be willing and able to serve as a fiscal agent for collaborative programs and grant opportunities?**

- 67 respondents
- 63% (42 respondents) would be willing to serve as a Fiscal Agent while 37% (25 respondents) would not

**19. Does your organization have staff positions dedicated specifically to fundraising? If so, how many?**

- 67 respondents
- 63% (42 respondents) do not have development/fundraising staff while 37% (25 respondents) do

These 25 organizations employ 65.2 individuals for development/fundraising activities; the average is 3.8 staff per organization. Note that this does include KLRN, which employs 15 individuals.

**20. Please identify the types of technical and management assistance programs that your organization would find interesting/useful.**

- 41 respondents
- Organizations indicated a need for technical and management assistance in several areas, including (in descending order): Audience Development, Technology, Marketing/Public Relations, Board Development, Fundraising, and Grant Preparation/Writing

Item	Respondents
Board Development	4
Board Recruitment	2
Audience Development/Outreach	11
Education Programs <ul style="list-style-type: none"> <li>Curriculum/Program Development</li> </ul>	1
Marketing/Public Relations	5
Fundraising	4
Grant Preparation/Writing	4
Media Relations	3
Cross-cultural Awareness <ul style="list-style-type: none"> <li>Cultural Diversity and Tourism</li> </ul>	4
Technology <ul style="list-style-type: none"> <li>Website development</li> <li>Fundraising</li> <li>Operating Systems/networks</li> <li>Graphics</li> <li>On-line reservations/ticketing</li> <li>Public service announcement production for TV &amp; Radio</li> <li>Video Documentation</li> <li>Other</li> </ul>	9
Tax/Audit Issues	1
Legal Issues	3
Other	2
All of the Above	2

**21. The Office of Cultural Affairs intends to implement a cultural planning process for the City of San Antonio. Cultural planning is the process of assessing the arts and cultural needs of a community, taking inventory of existing arts and cultural resources, and identifying and implementing ways to build on those resources. Would your organization support and actively participate in such a process?**

- 67 respondents
- 82% (55 respondents) would be willing to participate and 18% (12 respondents) would not

**22. Please provide any additional comments on how you think OCA's Development Program could be helpful to your organization's programming initiatives and fundraising strategy.**

- 33 respondents
- 7 Themes Emerged from the Comments
  - Need for Funding (8 comments)
  - Audience Development (6 comments)
  - Organizational Development (Board and Staff) (5 comments)
  - OCA's Role as a Convener/Facilitator (4 comments)
  - Need for Partnership Development (4 comments)
  - Need for Facilities (2 comments)
  - Other Issues (8 comments)

### **Recommendations**

- Capitalize on respondents' identification of OCA as a convener/facilitator as well as their need for partnership development to address multiple issues (audience development, board training, funding, and training).
- Partner with other organizations (i.e. Neighborhood Resource Center, Nonprofit Resource Center, UTSA) to provide technical assistance for local arts and cultural organizations, addressing identified areas such as: audience development/outreach, technology, marketing/public relations, grant writing or fundraising.
- Examine best practices utilized by other cities to assist their local arts and cultural organizations.
- Capitalize on willingness to participate in the Cultural Planning process to address survey findings (82%).
- Examine the feasibility of annual surveys focusing on specific areas of interest to OCA and local arts and cultural organizations. A biennial survey (on odd years) could focus on organizational staff development and training needs, while another biennial survey (on even years) could focus on audience development and use of facilities. This would allow for

targeted input as well as provide a longitudinal overview to measure findings over time.

Thanks to Ava J. Lambert, Arts Program Coordinator, for her assistance & expertise in survey design & data collection. This project would not have been possible without her assistance, and the support of Felix Padrón, Executive Director, and the Office of Cultural Affairs staff.

Please contact Ava Lambert on 210.207.5798 with any questions regarding the survey.